

Ministry of
Community, Sport and
Cultural Development

2013/14
Annual Service Plan Report



Ministry of Community, Sport and Cultural Development

For more information on how to contact the British Columbia Ministry of Community, Sport and Cultural Development, see Ministry Contact Information on Page 27 or contact:

Ministry of Community, Sport and Cultural Development

PO BOX 9490
STN PROV GOVT
VICTORIA BC
V8W 9N7

or visit our website at
www.gov.bc.ca/cscd/

Published by the Ministry of Community, Sport and Cultural Development

Message from the Minister and Accountability Statement



British Columbia is a sum of its communities. To ensure that B.C. communities continue to shine as great places to live, work, play, invest and raise a family well into the future, our government has remained committed to encouraging job growth and attracting new investment to our province through *Canada Starts Here: the BC Jobs Plan*. We have worked tirelessly towards ensuring investment potential in each of British Columbia's regions and communities is fully maximized.

British Columbia has a proven record of strong and industrious communities that have been able to withstand the challenging economic times with great success. I am pleased that despite economic pressures, funding for our ministry's community-based programs remained unchanged in 2013-2014 to support the myriad of vibrant, sustainable B.C. communities we are all so proud of and call home.

Preparing for economic growth is a good challenge to have as we get ready for the generational opportunity of liquefied natural gas (LNG) development and continue to work with local governments in identifying other key provincial investments and policy opportunities to support local economic investments. In 2013-2014, the ministry continued to engage with communities in the Northwest BC, as well as other regions, to prepare for immediate and long-term service demands.

British Columbians are fortunate to live in a strong democracy where citizens can participate in local elections freely and fairly. In spring 2014, the Government of British Columbia introduced and passed legislation to modernize local government elections to support greater transparency and accountability, to strengthen compliance and enforcement and make further changes such as a four-year term of office. This is the most significant update to B.C.'s local elections process in 20 years.

B.C. communities have differing needs and goals. Community, Sport and Cultural Development investments, expertise and leadership is tailored to the unique community needs to ensure the right programs, services and advice are available. Infrastructure projects are integral to the continual growth and prosperity of these communities. In May 2014, a renewed tri-partite Gas Tax Agreement (2014-2024) was reached with the Union of BC Municipalities and the Government of Canada. Over the next 10 years, this agreement will provide an estimated \$2.76 billion in sustainable funding to allow communities to address their specific infrastructure priorities.

Communities need more than bricks and mortar to build local identity and pride. Lively arts and culture add soul and spirit to communities large and small, urban and rural throughout British Columbia. British Columbia's creative sectors are thriving, and I am delighted to recognize the important contributions made by the arts and culture community. The arts educate, inspire and

create a quality of life that attracts new residents and investment into our communities creating jobs and supporting the economy.

In 2013-2014, the BC Arts Council Scholarship program helped B.C.-based artists succeed in global accolades on stage and screen, in the printed word and visual arts by providing outstanding opportunities for ambitious, gifted young British Columbians to learn from and network with the best artistic talent in the world. The After School Sport and Arts Initiative went beyond sport and arts by providing kids who otherwise may not have connections to the community with opportunities to build confidence and life-skills. With our arts infrastructure funding we enabled local organizations and First Nations communities to expand, renovate and improve their creative spaces. These practical investments will help British Columbia's vibrant cultural life and economic contributions of the arts continue to flourish as we continue to plan.

I would like to welcome some of the staff and programs of the former Provincial Capital Commission into the ministry. We will strive to continue outreach activities connecting all British Columbians to their provincial capital and our rich democratic heritage.

Community Gaming Grants continue to support valuable services provided by non-profit organizations throughout British Columbia. In 2013-2014, the B.C. government distributed \$135 million in community gaming grants to groups focusing on environmental concerns, animal welfare and adult arts and sport benefiting virtually every community in the province.

Sport brings whole communities together. It bridges geographic and cultural gaps in a way that nothing else can quite do. The Government of British Columbia is proud to support inclusive sport programs that promote sport participation through programs like BC Sport Participation and the Local Sport Program Development Fund, to make sure everyone has the chance to enjoy the benefits of healthy fun. We are committed to sport and active, healthy lifestyles for all British Columbians. Since 2001, we have invested more than \$1 billion in sport and provided close to \$50 million in 2013-2014 alone.

Our athletes are the pride of B.C. I want to congratulate all of British Columbia's athletes on their inspirational performances in 2013-2014, none of which would have been possible without the coaches, volunteers and mission staff who do such an outstanding job tirelessly working to make our sport system one of B.C.'s great success stories. Hosting BC events produce significant economic and social benefits, while also displaying local talent through sport and cultural festivities. Events mean jobs for B.C. families and businesses, increased tourism and improved infrastructure, and they inspire British Columbians to get active.

The Ministry of Community, Sport and Cultural Development's *2013/14 Annual Service Plan Report* compares the actual results to the expected results identified in the June 2013 Ministry *Revised 2013/14 - 2015/16 Service Plan*. I am accountable for these results as reported.



Honourable Coralee Oakes
Minister of Community, Sport and Cultural Development

14 June 2014

Table of Contents

Message from the Minister and Accountability Statement	3
Highlights of the Year	6
Purpose of Ministry	10
Strategic Context	12
Report on Performance	14
Performance Results Summary Table	14
Goals, Objectives, Strategies and Performance Results	15
Report on Resources: Summary Table	26
Annual Service Plan Report Appendices	27
Appendix A: Ministry Contact Information	27

Highlights of the Year

The Ministry of Community, Sport and Cultural Development provides programs and support to local governments and communities across the province to create strong local economies that are great places for British Columbians to live, work and raise their families, and creates the right conditions for businesses to prosper and grow.

In addition to the mandate commitments, other key ministry accomplishments for the 2013/14 fiscal year include:

Supporting Local Governments

- Negotiations towards the renewed tri-partite Gas Tax Agreement (2014-2024) with the Union of BC Municipalities and the Government of Canada culminated in a signed agreement in May 2014. Funding from the renewed agreement is expected to continue to flow uninterrupted to local governments.

- Introduced legislation to streamline local government operations and eliminate unnecessary provincial approvals. The new legislation introduces amendments to the *Local Government Act*, *Community Charter* and *Vancouver Charter*.

- The B.C. government and the Northern Rockies Regional Municipality reached an agreement in 2013 that commits the two partners to work together to identify the need for infrastructure investment based on the level of growth of the natural gas industry in the area.

- Produced guidance materials for local governments to assist them in decision making process, such as the community amenity contributions guidance that was released in 2013/14.
- Supported consolidation of local governance and services to improve integration of service planning and management in communities. Key projects included completion of the community-led governance study on Salt Spring Island, as well as financial support to encourage local governments that might be assuming responsibility for local services previously provided by improvement districts (e.g. Township of Spallumcheen). Providing funding through programs such as Towns for Tomorrow, LocalMotion, the Building Canada



Renewed Gas Tax Fund provides predictable, stable funding for public infrastructure across British Columbia.

Fund and the Infrastructure Stimulus Fund to help local governments meet critical infrastructure needs in their communities.

- Ensuring the property assessment system is fair and equitable through measures such as facilitation of a five-year agreement between BC Ferry Services (BCFS) and BC Assessment, starting for the 2013 assessment year. Continuing to improve transparency and fairness in the property assessment system through implementation of an Online Evidence Collection System Pilot Project that increases customer satisfaction and improves the efficiency of evidence collection required by the Property Assessment Review Panel process.

Strengthening Communities through Arts and Culture, Gaming Grants and Sport

- Through the BC Arts Council, provided \$24 million in funding through over 1,200 grants to artists and arts organizations in virtually every community across the province.
- Approved 41 applications and providing \$804,000 in funding to diverse communities through the Creative Spaces Program to address the unique challenges faced by arts and cultural organizations in improving the physical conditions for engaging British Columbians in creative activities.
- Community Gaming Grants provided \$135 million in funding to non-profit organizations across the province delivering programs to benefit their communities, for example, parent advisory committees, volunteer fire departments, search and rescue societies and community policing groups, and agricultural fairs.
- Transitioned the Provincial Capital Commission staff and programs into the ministry following the dissolution of the Crown corporation as a result of the government's Core Review process¹.
- Provided opportunities to British Columbians of all ages and abilities to play sports, particularly those who face barriers (e.g. financial, geographic, cultural). The ministry supports organisations and initiatives in communities across B.C. such as provincial sport organizations, the Northern Sport Strategy, KidSport BCTM, the Sport Participation program and the Local Sport Development fund.
- Expanded the successful After School Sport Initiative to create the After School Sport and Arts Initiative. This program now provides both arts and sport programs to selected schools in 30 communities across the province.
- Provided programs to help increase provincial representation on national teams and enhance the potential for B.C.-based athletes to win medals at national championships, the Canada Games and international competitions like the Olympic and Paralympic Games.

¹ <http://www.newsroom.gov.bc.ca/2013/11/first-core-review-decisions-announced.html>

- Supported Hosting BC, which funded 90 sport events in 43 B.C. communities in 2013/14, for example Canada Summer Games in Sherbrooke and the BC Seniors Games in Kamloops. Support to major hosting and preparation efforts included funding for the 2014 Special Olympics Canada Summer Games, 2014 Brier (Men's Canadian Curling Championship), and 2015 FIFA Women's World Cup.

BC Athletic Commission

Established in 2013, the BC Athletic Commission oversees the conduct of professional boxing and mixed martial arts, and amateur mixed martial arts, kickboxing, Muay Thai, and pankration events to enhance safety of athletes and officials participating in these combat sport contests.

Minister's Mandate Letter

Minister Oakes' [mandate letter](#) of June 10, 2013 articulates government's expectations for the ministry. Progress that has been made towards these commitments in the 2013/14 fiscal year includes:

Commitments	2013/14 Achievements
Create the framework for the rural dividend for communities in the northwest that will be impacted by the opportunities and challenges that will arise from the LNG opportunity.	• In September 2013, the Premier announced \$150,000 to study the impacts that LNG developments have on community water and sewer systems, roads, health, safety and social systems in the north west. • Through the North West Readiness Project, communities are being assisted to prepare for escalating service demands. Project staff has met with local governments in the north west to establish and confirm community priorities and are developing information and supports that respond to those community needs. • The Ministry's ongoing local government programs on land use planning, infrastructure asset management, local government finance, and local government structure are engaged in assisting communities in the north west. • The design of the Rural Dividend Framework is linked to the overall fiscal framework for LNG. The broad elements of the LNG tax regime were announced in the budget, with key decisions on use of LNG revenues, including the Prosperity Fund, to follow in 2014/15. Ministry staff will be engaging with affected local governments to discuss implications and next steps.
Work with the Union of BC Municipalities on a framework for implementing the upcoming federal infrastructure program to maximize	• On March 21, 2013, the federal government announced the 10-year Economic Action Plan, which includes the New Building Canada Plan. For British Columbia this represents almost \$3.9 billion in federal investment in infrastructure. Ministry staff is working in collaboration

Ministry of Community, Sport and Cultural Development

provincial benefit opportunities.

Implement local government election changes in time to be used for the November 2014 local government elections.

Work with the sport and cultural development communities to make recommendations on how we can better provide provincial support to these organizations recognizing that we remain in a very difficult financial position.

Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.

with the lead negotiator, Ministry of Transportation and Infrastructure, on development of infrastructure programs that have community components supporting local government infrastructure.

- In August 2013, Government announced local elections rules will be modernized in two phases based on the recommendations of the Local Government Elections Task Force. Ministry staff carried out an extensive consultation process with local governments, the public and key stakeholders, and published a White Paper outlining the proposed new campaign finance reforms in September 2013. Comments regarding the workability and clarity of the proposed changes were considered in finalizing the legislation.
- In March 2014, two bills drafted by ministry staff to modernize the local election campaign finance rules and introduce further changes to local elections were introduced by government, and passed on May 1, 2014:

Local Elections Campaign Financing Act (LECFA) and Local Elections Statutes Amendment Act (LESAA).
- To support implementation of the legislation, comprehensive advisory and educational materials for the election participants and the public are being developed by the ministry staff in collaboration with Local Government Management Association, Elections BC, Union of British Columbia Municipalities and Ministry of Education.
- As part of the phased approach to local government elections reform, expense limits are planned to be introduced in time for the next local elections in 2018.
- BC Creative Futures strengthens opportunities for creativity, particularly through increasing engagement in the arts, as well as on-the-job skills training in the creative sector.
- Additional funding totalling \$150,000 was provided to ArtsVest, which focussed on sponsorship training and a matching incentive program, through partnerships with the Council for Business and the Arts, Department of Canadian Heritage, and the Province of B.C.
- The 2013-2014 budget for the Ministry reported a modest surplus at the end of the fiscal year as a result of prudent management controls to help the province achieve its fiscal objective.

Purpose of Ministry

The Ministry of Community, Sport and Cultural Development brings together key government services and supports needed to make B.C. communities great places to live.

The ministry supports local governments, non-profit organizations and residents to build vibrant and healthy communities that are well governed, liveable, safe, economically resilient, socially and environmentally responsible and full of opportunities for participation in sport and the arts.

To help communities reach their full potential, guided by the government economic strategy *Canada Starts Here: the BC Jobs Plan*, the ministry:

- Provides a legislative framework, policies and programs that enable local governments to govern effectively and be accountable to citizens.
- Assists local governments in planning for vibrant, sustainable and healthy communities, and regional growth.
- Ensures that the property assessment system is transparent, flexible and fair.
- Provides funding, advice and other supports to foster effective local government services, infrastructure and governance structures, and to facilitate community economic growth.
- Promotes collaborative relations between local governments, First Nations, provincial and federal bodies, the private sector and community groups.
- Provides the provincial sport system with funding and programs that support sport participation, excellence and events – allowing individuals, families and communities to enjoy the health, social and economic benefits of sport.
- Develops the creative and innovative capacity of B.C. communities to work together with artists, arts organizations, and citizens to: encourage participation in creative activity; improve quality of life and social cohesion; develop, attract and retain skilled and innovative thinkers for the creative economy; foster community identity and a sense of place and contribute to local, regional and provincial economies.



Students from Kamloops learn to play guitar as part of the After School Arts and Sport Initiative.

Ministry of Community, Sport and Cultural Development

- Provides gaming grant funding to not-for-profit organizations to support and strengthen B.C. communities.

The following Crown corporations, agencies, boards and commissions overseen by the ministry are partners in achieving the ministry's mission: the Royal BC Museum, the BC Assessment, the BC Arts Council, the BC Games Society, the Board of Examiners, the Islands Trust Fund Board and the Property Assessment Appeal Board. The ministry also oversees the BC Athletic Commissioner, the University Endowment Lands, administers the annual Property Assessment Review Panel process and provides secretariat support to the Audit Council for the Auditor General for Local Government.

In addition, the ministry works in close partnership with provincial, federal and municipal governments and agencies, as well as private and not-for-profit organizations. Some of these key partners include: the Municipal Finance Authority; the Local Government Management Association; the Government Finance Officers Association; the Municipal Insurance Association and the Union of British Columbia Municipalities (UBCM).

The effective delivery of the ministry's mandate relies on key legislation, including: the Local Government Act, the Community Charter, the Vancouver Charter, the Arts Council Act, the Assessment Act, and the Athletic Commissioner Act.

Strategic Context

British Columbia is a vibrant and diverse province with a wealth of natural and human resources where British Columbians enjoy a high quality of life. British Columbia's real GDP increased by 2.0 per cent in 2013 (according to preliminary GDP by industry data from Statistics Canada), following growth of 1.5 per cent in 2012. Annual gains were observed in consumer spending, manufacturing shipments and exports, while modest declines occurred in employment and housing starts. Several risks to British Columbia's economy remain, including slowing domestic activity, weakness in the US economic recovery, the ongoing sovereign debt situation in Europe, slowing Asian demand and exchange rate volatility.

Strong Communities

The Ministry supports a range of activities related to sustainable community development and provides funding and advice to increase local governments' capacity to create strong and vibrant communities that help families plan and build for the future. The Ministry provides operational and infrastructure funding and works with local governments to respond effectively and sustainably to population growth. The Ministry also supports the implementation of the Gas Tax Agreement to deliver federal funds to local governments for investments in sustainable infrastructure and capacity building.



A landmark agreement with the Northern Rockies Regional Municipality sets the stage for future community infrastructure funding.

Factors such as shifting global markets and changing environmental dynamics have contributed to growing challenges for B.C.'s rural communities, including diminished local government tax revenues from industrial consolidation. The Ministry works in partnership with local governments and other Ministries to help communities prepare for investment and growth by identifying opportunities and barriers to economic development and to foster job creation throughout the province.

One of the government's key priorities is to drive economic growth and prosperity in emerging markets, such as technology, mining, agrifoods and liquefied natural gas. The Ministry plays an important role in helping local governments for growth opportunities by being ready to provide services, core infrastructure and cultural and sporting opportunities within their communities over the next generation. Also, the Municipal Finance Authority has maintained its triple A credit rating, allowing local governments continued access to low rates of financing, furthering their ability to respond to the economic opportunities that lie ahead.

Community Vitality through Arts, Culture, Gaming Grants and Sport

Provincial funding to arts and culture helps build healthy and vibrant communities across British Columbia. Support from the Ministry ensures that B.C. media arts, museums, dance, book publishing, music, theatre and visual arts play a part in the daily life of communities, creating a lasting impact on the lives of British Columbians.

A robust sport system not only helps British Columbians of all ages, abilities and backgrounds enjoy the health and social benefits of active lifestyles, but it contributes to better quality of life in communities across B.C. and helps to attract industry and workers. Provincial funding to sport in 2013/14 supported the network of organizations, governments, educational institutions, facilities, coaches, leaders, officials and volunteers helping sport flourish in British Columbia. The Ministry is focused on growing sport participation, sustaining and enhancing B.C.'s tradition of sport excellence and maintaining the province's reputation as a premier sports event destination.

Through showcasing B.C.'s sport, culture and community pride, Ministry support to major sport events in 2013/14 helped communities across the province attract participants, coaches and other visitors, growing media attention and tourism marketing and building a legacy of trained volunteers and event-hosting experience. BC athletes' success at the 2013 Canada Summer Games and the 2014 Olympic and Paralympic Winter Games will inspire generations of British Columbians, particularly children and youth to participate in sport and ignite Team BC's spirit as they prepare for the 2015 Canada Winter Games in Prince George, the biggest sport event to be held in northern BC.

Report on Performance

Performance Results Summary Table

This annual report outlines the progress made on goals, objectives and strategies included in the Ministry's *Revised 2013/14 to 2015/16 Service Plan*. The table below highlights the results:

Goal 1: Communities and regions are effectively governed. <i>For greater detail see pages 16 to 19.</i>	2013/14 Target	2013/14 Actual
1.2 Local governments are able to meet the service needs of their residents. <i>Performance Measure 1: Number of municipalities collecting at least 90 per cent of their current year taxes.</i>	154	149 SUBSTANTIALLY ACHIEVED
Goal 2: Communities and regions are vibrant and sustainable. <i>For greater detail see pages 19 to 22.</i>	2013/14 Target	2013/14 Actual
2.1 Communities have effective water and waste management. <i>Performance Measure 2: Percentage of British Columbians served by drinking water systems that receive provincial funding to meet emerging treatment standards for protection of drinking water quality.</i>	57.6%	36.3% NOT ACHIEVED
2.2 Local governments are implementing strategies to improve community sustainability. <i>Performance Measure 3: Percentage of local governments taking action to reduce their carbon footprint and create more complete, compact communities.</i>	93%	92% SUBSTANTIALLY ACHIEVED
Goal 3: Culturally-rich communities that foster sustainable jobs, economic growth and a vibrant social fabric. <i>For greater detail see pages 22 to 24.</i>	2013/14 Target	2013/14 Actual
3.1 Local partnerships with public, private and not-for-profit sector organizations to foster creative people, places and experiences. <i>Performance Measure 4: Percentage of B.C.'s major cultural organizations that maintain or improve their net financial position compared to the previous year.</i>	64%	64% ACHIEVED
<i>Performance Measure 5: Geographic reach of BC Arts Council funding.</i>	More than 200 communities; 27 RDs	215 communities; 27 RDs ACHIEVED
Goal 4: A robust provincial sport sector that supports increased participation and athletic achievement. <i>For greater detail see pages 24 to 26.</i>	2013/14 Target	2013/14 Actual
3.1 Create more opportunities for athletes to achieve excellence in sport to inspire greater participation in their home communities. <i>Performance Measure 6: Percentage of B.C. athletes on national teams.</i>	Greater than 25%	33.7% EXCEEDED

Goals, Objectives, Strategies and Performance Results

The purpose of the annual report is to provide the performance results for the goals, objectives, strategies and performance measures included in the Ministry's 2013/14 to 2015/16 Service Plan. The goals in this plan include:

- Goal 1: Communities and regions are effectively governed.
- Goal 2: Communities and regions are vibrant and sustainable.
- Goal 3: Culturally-rich communities that foster sustainable jobs, economic growth, and a vibrant social fabric.
- Goal 4: A robust provincial sport sector that supports increased participation and athletic achievement.

Goal 1: Communities and regions are effectively governed.

Objective 1.1: A sound governance system that balances local government autonomy and provincial responsibilities for the benefit of citizens.

Strategies

Key strategies over the past year include:

- Reviewing and monitoring the policy, legislative and regulatory framework and proposing changes, so that local governments can govern effectively and meet citizen needs. An example includes moving forward on implementing the Local Government Elections Task Force's recommendations.
- Encouraging citizen-local government engagement in decision-making. This includes providing advice and problem solving on governance, finance, land use and other matters of interest to citizens; developing public information; and furthering education with partner-organizations.
- Supporting communities in changes to local government structure by helping to build a shared understanding about the facts and implications of municipal incorporation, boundary extension or other proposed restructuring.
- Ensuring there is a fair, accountable and transparent property assessment system, including an independent appeal process to encourage economic growth in British Columbia.

- Assisting local governments in building respectful relationships with First Nations by supporting the Community-to-Community Forum Program; encouraging collaboration and cooperation on matters of mutual interest; and supporting local governments in dealing with changes resulting from treaty negotiations.
- Encouraging transparency of local governments for citizens. Some examples include facilitating local government partnerships to open up local government data and implementing the *Auditor General for Local Government Act*.
- Exercising provincial approvals which are essential to sustaining the stability and financial viability of the local government system. This also includes working with local governments and other provincial agencies to better integrate local, regional and provincial interests on matters such as economic development, land use and public health and safety.

Objective 1.2: Local governments are able to meet the service needs of their residents.

Strategies

Key strategies over the past year include:

- Enabling local governments to have core human resource capacity by providing stable, predictable and timely funding through the administration of Small Community and Regional District Grants.
- Providing locally appropriate infrastructure funding and planning expertise through a range of ministry programs that enable local governments to provide services to residents and create the conditions needed for economic growth.
- Providing targeted funding for policing, crime prevention and community safety by returning net traffic fine revenues to local governments.
- Supporting local governments in making effective service provision choices by encouraging region-wide and sub-regional services; providing advice on the variety of ways to deliver local services; and advising and providing tools to assist in resolving differences.
- Encouraging strong fiscal and asset management practices to encourage the development of sustainable infrastructure and amenities to accelerate economic development for communities. For example, encourage local governments to participate in Asset Management BC.
- Further education through partner organizations such as Local Government Management Association, Government Finance Officers Association, Planning Institute of BC, Local Government Leadership Academy and Union of British Columbia Municipalities.

Performance Measure 1: Number of municipalities collecting at least 90 per cent of their current year taxes.

Performance Measure	2011/12 Actual ¹	2012/13 Actual	2013/14 Target	2013/14 Actual ¹	2014/15 Target	2015/16 Target	2016/17 Target
Number of Municipalities collecting at least 90 per cent of their current year taxes.	150*	149	154	149 SUBSTANTIALLY ACHIEVED	154	155	155

*Data Source: Local governments are required to provide the ministry with their financial data each year. The ministry's reporting requirements are comprehensive and the data received is highly accurate. Local government's fiscal year ends December 31 and data is reported to the ministry by May 15 each year. Actuals for 2013/14 are derived from 2012 local government data. In 2013/14, B.C. had 162 municipalities; however, Jumbo Glacier Mountain Resort Municipality did not tax in 2013/14 and therefore has been excluded from this measure.

¹ The results of this measure have been restated to correspond to actual results from municipal financial statements. In previous years, the ministry reported an estimate of the actual measure prior to having received complete data from municipalities. The ministry undertook a review of the performance measure and is now reporting actuals from the most recent local government data. In 2013/14, data is from calendar year 2012.

Discussion of Results

Property taxes constitute the majority of municipalities' annual revenues. Effective tax collection is essential to ensure municipalities are financially equipped to provide key services to their residents.

The ministry does not have significant influence over the amount of taxes a municipality collects in a given year. Many communities in B.C. have one, or a few, large industrial tax payers. Non-payment of taxes by just one of these can cause a municipality to drop below the performance threshold of collection of 90 per cent of current year taxes. By monitoring the number of municipalities that collect at least 90 per cent of their current year taxes, the ministry is able to focus efforts on communities that may require support to improve their financial capacity and address challenges. Ministry efforts can include planning assistance and advice, municipal boundary alterations, land use bylaws, or grant funding.

The results for this measure have increased since 2010/11 (calendar year 2009), when 142 municipalities were reported as having collected at least 90 per cent of their current year taxes.

Objective 1.3: Local governments support a positive environment for business and economic development

Strategies

Key strategies over the past year include:

- Working with local governments, the Union of British Columbia Municipalities and the business sector to ensure property tax on industrial and business properties promotes competitiveness and investment while maintaining local government capacity.
- Encouraging local governments to engage with the business sector and other stakeholders to create policies, processes and actions to enable economic growth.
- Promoting the refinement of regulatory requirements across B.C. communities and regions to reduce the regulatory burden on citizens and business.

Goal 2: Communities and regions are vibrant and sustainable.

Objective 2.1: Communities have effective water and waste management.

Strategies

Key strategies over the past year include:

- Providing targeted funding to local governments to help them achieve provincial water and waste management objectives, which include the Action Plan for Safe Drinking Water in B.C., Living Water Smart, Drinking Water Protection Act, Municipal Wastewater Regulation and Liquid Waste Management Planning.
- Providing tools and resources to local governments to assist them in conserving and protecting water resources. These include guidelines for the development of water conservation plans; Model Well Regulation Bylaws and Implementation Guide; and the Water Conservation Calculator for local governments.
- Encouraging local government to use liquid and solid waste as a resource and maximize the recovery value by providing tools like the Integrated Resource Recovery Guide.
- Promoting the use of the best, lowest life-cycle cost² approaches for local government infrastructure projects.

² Life-cycle costing is an internationally accepted approach whereby assets such as drinking water, wastewater and storm water infrastructure are assessed over their entire lifetime rather than just on their initial capital costs. This approach can significantly strengthen fiscal performance, as well as contribute to wide-ranging environmental and social benefits. International Infrastructure Management Manual, International Edition, 2006.

Performance Measure 2: Percentage of British Columbians¹ served by drinking water systems that receive provincial funding to meet emerging treatment standards for protection of drinking water quality.²

Performance Measure	2011/12 Actual	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target	2015/16 Target	2016/17 Target
Percentage of British Columbians served by drinking water systems that receive provincial funding to meet emerging treatment standards for protection of drinking water quality.	35.9%*	36%	57.6%	36.3% NOT ACHIEVED	59.3%	N/A ³	N/A ³

*Data Source: Contractual requirements between the Province and grant recipients include quarterly progress reports, tied to claim payments.

¹ Population percentages are calculated using BC Stats projections and are updated on an annual basis accordingly using <http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationEstimates.aspx>

² This measure estimates the percentage of the provincial population served by systems meeting emerging standards. The ministry does not collect data relating to communities served by private systems, or those served by public systems not receiving ministry funding.

³ Negotiations with the federal government for future funding were underway at the time 2014/15-2016/17 Service Plan was published.

Discussion of Results

This measure demonstrates the progress that is being made to serve British Columbians in meeting growing community needs and improved water standards. Regional health authorities in British Columbia are encouraging service providers to meet higher water treatment standards in order to achieve increased certainty about drinking water quality. In some cases, these higher standards include the dual treatment of drinking water through disinfection and filtration (rather than disinfection alone), thus creating a second barrier of protection against the transmission of pathogens.

Meeting the standards sometimes requires that local governments upgrade their existing water treatment facilities or construct new ones. The ministry provides funding for these projects through programs such as the Building Canada Fund – Communities Component.

The target for 2013/14 was increased significantly from the previous years with the expectation that the Metro Vancouver's Capilano-Seymour Drinking Water Filtration Plant Project will be completed within the next fiscal year. Due to unforeseen delays with the construction of one of the two underground tunnels connecting the two regions, the project is now expected to complete by the end of 2014. Upon completion, the plant will provide drinking water to both

regions to meet the needs of the predicted population increase of 800,000³ over the next 20 years.

In 2013/14 we achieved a small increase in the percentage of British Columbians served by drinking water systems that receive provincial funding to meet emerging standards for protection of drinking water quality.

Objective 2.2: Local governments are implementing strategies to improve community sustainability.

Strategies

Key strategies over the past year include:

- Provide guidance, advice and tools to help local governments meet their commitments under the British Columbia Climate Action Charter.
- Encourage local governments to develop effective approaches to increase the supply of affordable entry-level market housing near transit.
- Update ministry infrastructure funding programs to encourage local governments to innovate, integrate and prioritize those projects that deliver environmental, economic and/or social benefits. These could range from reducing greenhouse gas emissions or improving water and air quality to energy conservation or using alternative energy sources.
- In partnership with the Federal Government and the Union of British Columbia Municipalities, continue implementation of the current Federal Gas Tax Transfer Fund (Gas Tax Fund), and ensure the successful and timely negotiation of the permanent Gas Tax Fund.
- Provide tools and resources for local governments to integrate land use planning and management decisions with transportation, infrastructure and financial planning and decision-making.
- Promote the effective development, adoption and implementation of Regional Growth Strategies by providing advice throughout the process and assistance for resolving disputes.
- Provide tools and resources to help local governments understand the impacts of climate change and take action to adapt, including best practices for sustainable land use and infrastructure.

³ Metro Vancouver <http://www.metrovancouver.org/services/water/Pages/default.aspx>

Performance Measure 3: Percentage of local governments taking action to reduce their carbon footprint and create more complete, compact communities.

Performance Measure	2011/12 Actual	2012/13 Actual	2013/14 Target	2013/14 Actual ¹	2014/15 Target	2015/16 Target	2016/17 Target
Percentage of local governments taking action to reduce their carbon footprint and create more complete, compact communities.	89%*	92%	93%	92% SUBSTANTIALLY ACHIEVED	95%	96%	96%

*Data Source: Local governments' annual Climate Action Revenue Incentive Program reports.

¹Projected estimate as of May 28, 2014. Local governments' final reports will be available July 31, 2014.

Discussion of Results

Actions taken by local governments to reduce their corporate and community-wide greenhouse gas (GHG) emissions are key to creating vibrant, sustainable communities and regions. Local governments are reducing costs and GHG emissions and increasing energy efficiency through their efforts to reduce their corporate carbon footprints. Local governments are also using their planning tools and making more sustainable land use decisions to create complete, compact communities and regions with more diverse housing and transportation choices. Our estimates project that 92% of local governments will have reported on their 2013 actions to reduce community-wide and corporate GHG emissions. The overwhelming majority of B.C. local governments has signed onto the Climate Action Charter, demonstrating strong leadership and their continued commitment to take action on climate change.

Goal 3: Culturally-rich communities that foster sustainable jobs, economic growth and a vibrant social fabric.

Objective 3.1: Local partnerships with public, private, and not-for-profit sector organizations to foster creative people, places, and experiences.

Strategies

Key strategies over the past year include:

- Raise awareness within B.C. of the importance of a creative environment and how it contributes to innovation and economic growth.

- Foster artistic excellence through investments in individual artists and grants to cultural organizations.
- Strengthen community engagement in the arts by funding community-based arts and helping to build relationships between artists and their communities.
- Support the unique role of Aboriginal artists and communities in B.C.'s artistic and cultural life by investing in Aboriginal artists and cultural organizations.



Jermaine Spivey and Cindy Salgado in Kidd Pivot's production of *The Tempest Replica*. Photo: Jörg Baumann

- Build capacity for creative economic activities through improved public awareness, training, and support for artists, creators and creative organizations.
- Continue to engage non-profits on gaming grant processes to effectively provide support to charities and not-for-profit groups.

Performance Measure 4: Percentage of B.C.'s major cultural organizations that maintain or improve their net financial position compared to the previous year.

Performance Measure	2011/12 Actual	2012/13 Actual	2013/14 Target	2013/14 Actual ¹	2014/15 Target	2015/16 Target	2016/17 Target
Percentage of B.C.'s major cultural organizations that maintain or improve their net financial position compared to the previous year.	72%*	64%	64%	64% ACHIEVED	64%	64%	64%

*Data Source: Canadian Arts Database.

¹From organizations' 2012/13 Financial Statements.

Discussion of Results

This measure is an indicator of the health of the sector as a whole and reflects the financial stability of arts and culture organizations in the province. Each year, 25 major cultural

organizations are reviewed, comparing the net financial position of the last completed fiscal year of each organization to the previous year's net financial position.

This result reflects the resilience of the sector as organizations continue to be impacted by the challenging economy. The organizations reviewed saw an overall ratio decrease from earned revenue, such as ticket sales and admissions, while more of their funding came from public and private sector resources. During this period BC Arts Council maintained stable funding to cultural organizations, providing support for important programs across the province.

Performance Measure 5: Geographic reach of BC Arts Council funding.

Performance Measure	2011/12 Actual	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target	2015/16 Target	2016/17 Target
Geographic reach of BC Arts Council funding.	219 communities ¹ ; 27 regional districts (RDs)*	214 communities; 27 RDs	More than 200 communities; 27 RDs	215 communities; 27 RDs ACHIEVED	More than 200 communities; 27 RDs	More than 200 communities; 27 RDs	More than 200 communities; 27 RDs

*Data Source: BC Arts Council

¹For the purpose of this measure, communities are defined as municipalities and unincorporated settlements.

Discussion of Results

The BC Arts Council's mandate is to engage all British Columbians in a healthy arts and cultural community recognized for excellence. This measure indicates the Council's success in being inclusive of all British Columbians, fostering a vibrant social fabric for all regardless of where in our vast province they live. In 2013/14, all regional districts were funded and BC Arts Council funding went to 215 communities.

Goal 4: A robust provincial sport sector that supports increased participation and athletic achievement.

Objective 4.1: Create more opportunities for individuals to participate in sport in order to be more physically active, healthier and achieve their personal goals.

Strategies

Key strategies over the past year include:

- Promoting opportunities for British Columbians to participate and achieve personal goals in organized sport by supporting organizations, programs and services, such as provincial and

multi-sport organizations (e.g. BC Amateur Hockey Association, BC Games Society, and BC Wheelchair Sports Association).

- Building on this support to sport organizations with initiatives that reduce financial, geographic and other barriers to participation and sport excellence. Examples of these initiatives include KidSport BC™, Sport on the Move, and Canadian Sport Institute.
- Providing support to programs that target specific populations (e.g. Aboriginal, seniors, girls and women, and new immigrants) to make sport more affordable and accessible for families.
- Improving health and educational outcomes for children, bringing together various interests that enable the increased physical activity of children through school-based sport and community sport.
- Increasing coach and leadership development opportunities and support organizations and programs that ensure safe experiences and skill development in sport.

Objective 4.2: Create more opportunities for athletes to achieve excellence in sport to inspire greater participation in their home communities.

Strategies

Key strategies over the past year include:

- Supporting B.C.'s elite athletes at all levels in their pursuit of excellence, in events such as BC Summer and Winter Games, Team BC, and Canadian Sport Centre Pacific.
- Building on this support by helping B.C. athletes excel through providing resources to athletes at various points in their development (e.g. provincial and regional coaching, sport science expertise) as they progress to more advanced levels of competition.
- Supporting Team BC's participation at Canada Games and Western Canada Summer Games through funding to provincial sport organizations, training mission staff, and overseeing program logistics.

Performance Measure 6: Percentage of B.C. athletes on national teams¹.

Performance Measure	2011/12 Actual	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target	2015/16 Target	2016/17 Target
Percentage of B.C. athletes on national teams.	32.3%*	34.7%	greater than 25%	33.7% EXCEEDED	greater than 25%	greater than 25%	greater than 25%

*Data Source: Canadian Sport Institute Pacific.

¹ National teams are defined as those teams that represent Canada at Olympic, Paralympic and Commonwealth Games. Sports included in the measure are those that have been targeted for enhanced performance support funding (19 sports in 2013/14).

Discussion of Results

To reach their full potential, BC athletes follow a path through community, provincial and national training and competition opportunities – a journey that takes many years and the contribution of coaches, sport science professionals, organizations, governments, volunteers, families and others. Success at milestones along the way – BC Games, Canada Games, provincial and national competitions, as well as on the world stage (e.g. being selected for national teams and earning medals at major Games and world champions) – is a good barometer of the overall health of BC's sport system. B.C. athletes did well in 2013/14, comprising 24% of Canadian team at the 2014 Paralympic Winter Games, earning 44% of Canada's 16 medals and representing 19% of the Canadian Olympic team at the 2014 Olympic Winter Games, earning 32% of Canada's 25 medals. As well, Team BC placed 3rd overall at the 2013 Canada Summer Games with 122 medals – medalling in 9 of 10 team competitions.

Objective 4.3: Support sport, economic and community development through major events.

Strategies

Key strategies over the past year include:

- Developing a strategy to attract more marquee events to British Columbia – ones that bring economic and social benefits to B.C. families and their communities, and help promote B.C. as an attractive place to live and invest.
- Investing in major hosting opportunities, such as the BC Games, 2014 Special Olympics, Canada Summer Games, 2014 Brier Men's Canadian Curling Championship, 2015 Canada Winter Games and the 2015 FIFA Women's World Cup.
- Supporting a wide range of regional sport events province-wide through the Hosting BC program that bring significant social and economic benefits to communities across B.C.

Report on Resources: Summary Table

	Estimated ¹	Other Authorizations ²	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Local Government	103,715	-	103,715	102,887	(828)
Integrated Policy, Legislation and Operation	2,779	-	2,779	2,277	(502)
Arts, Culture, Gaming Grants and Sport	47,080	-	47,080	47,646	566
Transfers to Crown Corporations	11,866	-	11,866	11,866	0-
Executive and Support Services	5,825	-	5,825	5,707	(118)
BC Arts and Culture Endowment – Special Account	2,500	-	2,500	2,500	0-
Physical Fitness and Amateur Sports Fund – Special Account	1,700	-	1,700	1,700	0-
University Endowment Lands – Special Account	6,442	-	6,442	6,458	16
Adjustment of Prior Year Accrual	-	-	-	-	0-
Total	181,907	-	181,907	181,029	(878)
Ministry Capital Expenditures (Consolidated Revenue) (\$000)					
Executive and Support Services ³	893	-	893	83	(810)
Total	893	-	893	83	(810)

¹The amounts in the "Estimated" column correspond to the 2013/14 Estimates.

²"Other Authorizations" include access to Contingency Funds. Amounts in this column are not related to the "estimated amount" under sections 5(1) and 6(1) of the *Balanced Budget and Ministerial Accountability Act* for ministerial accountability for operating expenses under the Act. The final amounts in "Other Authorizations" are subject to review and approval by Central Agencies.

³A significant portion of the Ministry's Capital Budget is allocated to the development of the Local Government Information System (LGIS). As the LGIS project is not complete, the expenditures were not capitalized. The 2013/14 budget has been re-profiled into 2014/15 and 2015/16, to better match the budget to anticipated capital expenditures.

Annual Service Plan Report Appendices

Appendix A: Ministry Contact Information

MINISTRY OF COMMUNITY, SPORT AND CULTURAL DEVELOPMENT

PO Box 9490 STN PROV GOVT

Victoria, BC V8W 9N7

<http://www.gov.bc.ca/cscd>

Minister's Office

Honourable Coralee Oakes

PO Box 9056 STN PROV GOVT

Victoria, BC V8W 9E2

Deputy Minister's Office

Rebecca F. Denlinger

Deputy Minister

Telephone: (250) 387-4104

Fax: (250) 387-7973

INTEGRATED POLICY, LEGISLATION & OPERATIONS DIVISION

PO Box 9847 STN PROV GOVT

Victoria, BC V8W 9T2

Telephone: (250) 387-4042

Fax: (250) 387-7973

Integrated Policy Branch

PO Box 9847 STN PROV GOVT

Victoria, BC V8W 9T2

Telephone: (250) 356-0954

Fax: (250) 387-6212

Integrated Legislation Branch

PO Box 9847 STN PROV GOVT

Victoria, BC V8W 9T2

Telephone: (250) 356-0954

Fax: (250) 387-6212

Integrated Operations Branch

PO Box 9836 STN PROV GOVT

Victoria, BC V8W 9T1

Telephone: (250) 356-9993

Fax: (250) 356-5538

Correspondence Services

PO Box 9810 STN PROV GOVT

Victoria BC V8W 9W1

Telephone: (250) 386-9772

Fax: (250) 953-3709

LOCAL GOVERNMENT DIVISION

<http://www.cscd.goc.bc.ca/lgd>

Governance and Structure Branch

PO Box 9839 STN PROV GOVT

Victoria, BC V8W 9T1

Telephone: (250) 387-4019

Fax: (250) 387-7972

Infrastructure and Finance Branch

PO Box 9838 STN PROV GOVT

Victoria, BC V8W 9T1

Telephone: (250) 387-4060

Fax: (250) 356-1873

Intergovernmental Relations and Planning Branch

PO Box 9841 STN PROV GOVT

Victoria, BC V8W 9T2

Telephone: (250) 387-4037

Fax: (250) 387-8720

University Endowment Lands

5495 Chancellor Blvd.

Vancouver, BC V6T 1E2

Telephone: (604) 660-1808

Fax: (604) 660-1874

PROPERTY ASSESSMENT SERVICES

PO Box 9361 STN PROV GOVT

Victoria, BC V8W 9M2

Telephone: (250) 387-1195

Fax: (250) 356-6924

Property Assessment Review Panels (PARP)

Property Assessment Complaint and Appeal Information Line

Toll free telephone: 1-877-356-9313

Property Assessment Review Panel

Office of the Administrator

PO Box 9361 STN PROV GOVT

Victoria, BC V8W 9M2

Telephone: (250) 356-7535 or (250) 356-5268

Ministry of Community, Sport and Cultural Development

Fax: (250) 356-6924

Email: parp@gov.bc.ca

ARTS, CULTURE, GAMING GRANTS AND SPORT DIVISION

www.cscd.gov.bc.ca/arts_culture

www.cscd.gov.bc.ca/sport

Arts, Culture and BC Arts Council

PO Box STN PROV GOVT

Victoria, BC V8W 9W3

Telephone: (250) 952-6510

Fax: (250) 387-4099

Sport Branch

PO Box 9820 STN PROV GOVT

Victoria, BC V8W 9W3

Telephone: (250) 356-9005

Fax: (250) 387-8720

Gaming Grants Branch

PO BOX 9310 STN PROV GOVT

Victoria BC V8W 9N1

Telephone: (250) 387-5311

Fax: (250) 356-8149

BC ATHLETIC COMMISSIONER

www.cscd.gov.bc.ca/bcathleticcommission/

PO BOX 9823 STN PROV GOVT

Victoria BC V8W 9W3

Telephone: (250) 952-6735

Toll Free: 1 (855) 952-6760

Fax: (250) 387-8703

Email: Athletic.Commissioner@gov.bc.ca